

2015

OFFICE OF STRATEGIC INITIATIVES



City of Sugar Land

OFFICE OF STRATEGIC INITIATIVES BUSINESS PLAN

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OFFICE OF STRATEGIC INITIATIVES

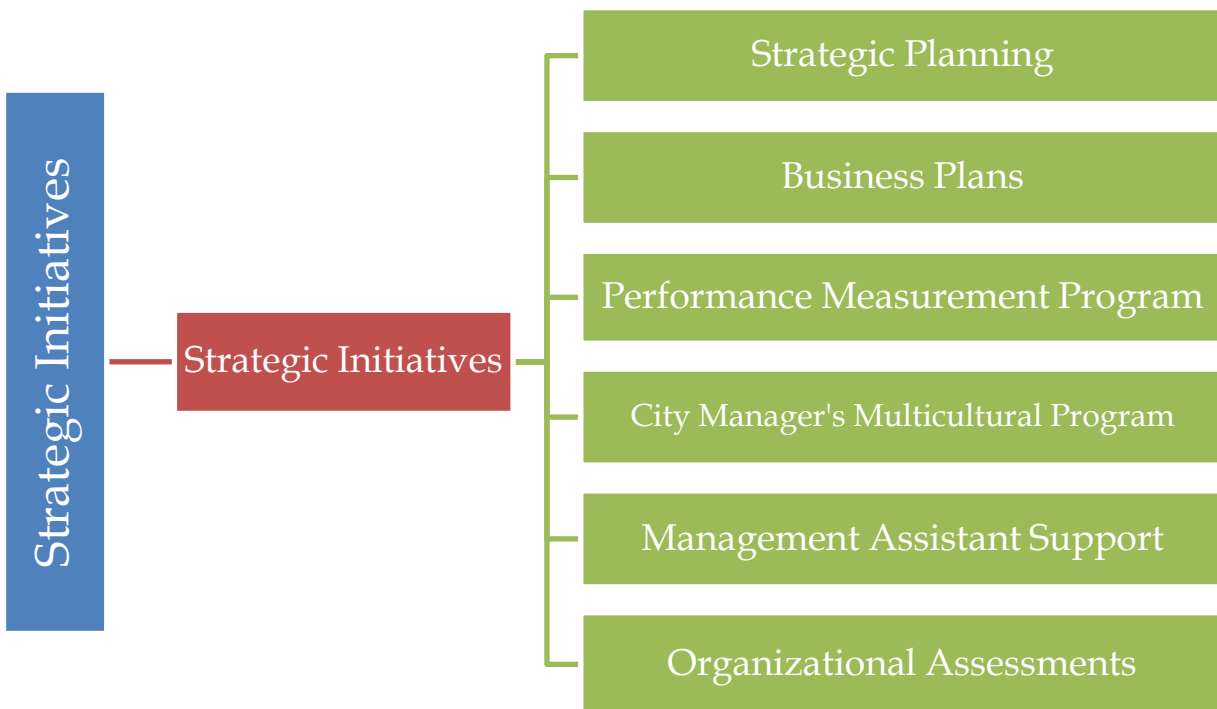
2014 BUSINESS PLAN

MISSION STATEMENT

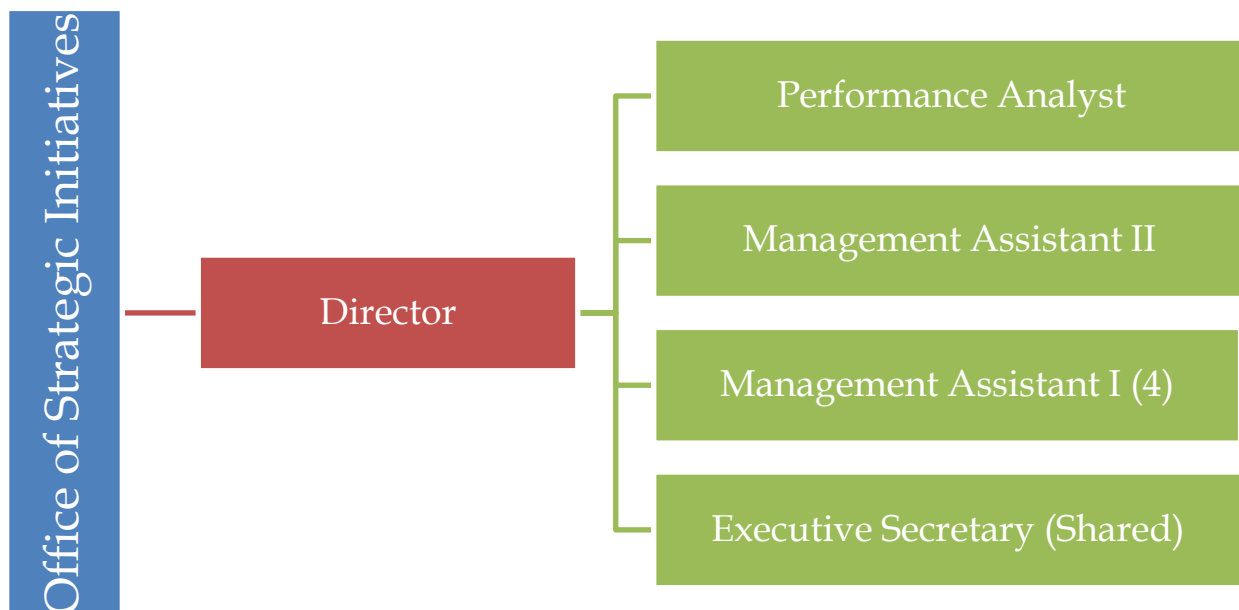
To work with Departments across the City to foster, promote innovation and the theme of getting better throughout the organization, and develop strategic planning efforts; develop and advance goal and operational measures; and enhance multi-cultural programs for residents.

ORGANIZATION & STRUCTURE

FUNCTIONAL STRUCTURE



ORGANIZATIONAL STRUCTURE



2014 STRATEGIC PROJECTS

CURRENT OFFICE LED PROJECTS AND INITIATIVES

N/A

PROJECTS IN WHICH OFFICE IS A TEAM MEMBER

Development of an External City Marketing Program (Policy Initiative)

Update to City Retail and Evaluation of Prospective Entertainment/Hospitality Markets (Policy Project)

Implementation of TIRZ #3 Administration (Implementation Project)

TIRZ #4 Administration (Policy Initiative)

City Environmental Policy Update (Policy Project)

Planning for Possible Future Convention Center (Policy Initiative)

Future Annexation Planning (Policy Initiative)

Tract 5 Development Planning (Policy Initiative)

Definition of City Customer Service Vision (Management Initiative)

Cultural Arts Study (Policy Project)

Chapter 6 (Land Use Plan) of the Comprehensive Plan Update (Policy Project)

Charter Review Commission (Policy Project)

Development of a Policy for Construction Project Notifications (Management Initiative)

Evaluation of a City Work Order System (Management Initiative)

Implementation of Commercial Solid Waste System (Implementation Project)

Implementation of Performing Arts Center Planning & Development (Implementation Project)

Implementation of the Imperial Redevelopment Agreement (Implementation Project)

PROJECTS IN WHICH OFFICE IS A RESOURCE

Implementation of City-Wide EDMS (Implementation Project)

2014 PROGRAM OF SERVICES

STRATEGIC INITIATIVES

PROGRAM SUMMARY

The Office of Strategic Initiatives (OSI) ensures the operations of the City are aligned with the vision, goal and priorities established by the City Council. The Office consists of only one division, Strategic Initiatives, but provides a range of services both internally and externally. OSI predominantly serves internal stakeholders, such as City Council, City Management and Departments, but also external stakeholders through the online publication of business plans, hosting iFest live and contributing content for *Sugar Land Today*.

The Office is responsible for the City's established strategic planning process – from coordination of City Council retreats to the establishment of calendars for the internal staff preparation process. As well as managing the strategic planning process the Office also is responsible for leading Strategic Projects and reporting quarterly to council on progress.

The Office is also responsible for managing the annual Business Planning Process, under the direction of the City Manager. The Office is responsible for managing the process from beginning to end by ensuring effective communication between all parties involved, providing assistance to departments, ensuring quality submissions.

OSI is also responsible for organizational assessments. The assessments will work with department(s) to identify areas of improvement, areas that are working well and determine if efficiency or process improvements may be needed.

OSI is working on developing a city-wide goal measures program. The Office will also manage the process on an ongoing basis once it has been fully developed, including developing quarterly and annual report to Management as well as adapting the system as needed to changing services and service levels.

The Multicultural program is also managed through OSI. Responsibilities include serving as the liaison to the City Manager's Multicultural Advisory Team, developing content for *Sugar Land Today*, and putting on the City's annual International Festival (iFest live).

The Office also provides support to other departments as needed. Management Assistants are assigned to special projects and tasks on an as-needed basis at the discretion of the Strategic Initiatives Director.

SERVICES AND SERVICE LEVELS

Service: Strategic Planning

Activity: Leadership & Coordination of City-Wide Strategic Planning Process

In accordance with direction established by the Executive Team, the Office of Strategic Initiatives (OSI) leads the coordination of the City Council's annual strategic planning process. As project leads, the Management Assistants within the OSI assist departments with scheduling meetings, project research, benchmarking, etc. Additionally, each project status is tracked and reported on a monthly/milestone basis.

In the first quarter of the fiscal year, the City Council holds a fall retreat, led by a facilitator, to identify gaps and begin defining priorities for the next fiscal year; if needed, a review of the mid-term priorities / strategies and City Council protocols is completed. Following the fall retreat, the Office of Strategic Initiatives coordinates with the Executive Team and organization early in the Second Quarter to prepare recommended actions and strategies for the next fiscal year. These recommendations, along with proposed budget assumptions and priorities, are presented to the City Council at the mid-year retreat late in the Second Quarter.

Following the spring mid-year retreat, the staff planning process begins in anticipation of the City Council adopting the work plan for the next fiscal year. The Office of Strategic Initiatives is responsible for preparing a calendar for the preparation and adoption of the annual work plan. The calendar should include steps in the Third Quarter for staff to prepare scopes of work and fiscal impacts for new and carryover projects, for the Executive Team to extensively review the project teams, and for the compilation of the current year Accomplishments, future year Challenges, and Departmental Priorities. Finally, the calendar should also include the presentation of the proposed work plan – along with the City Council and work plan for Boards, Commissions & Sub-Committees – to the City Council late in the fourth quarter, with the adoption of the work plan by resolution at the first City Council meeting in the new fiscal year.

Activity: Quarterly Reporting

The Office of Strategic Initiatives is responsible for coordinating the compilation of quarterly reports to the City Council. These reports, which are key communication tools and include critical information on the City's initiatives and projects, are due to the City Council on the last day of the month following the quarter-end (i.e. January 31, April 30, July 31, and October 31). Included in the reports are the following items:

Quarterly Financial Report: Provided in this section is an expanded financial summary. This includes a summary of the City's various funds, year-to-date comparisons with the previous year, information on economic indicators, and an update on the status of the City's investments.

Strategic Planning Update: The update includes a summary of activity for the respective quarter and a preview of work in the next quarter. The overall progress of each project/initiatives is captured in the document. OSI is responsible for coordinating quarterly project updates with City Management. Also included are a City Council Strategic Calendar, the Resolution adopting the work plan, Intergovernmental Charter updates, and CIP Updates created by responsible departments.

Service: Multi-Cultural Program

Coordinate the City's multi-cultural program, including serving as the liaison to the City Manager's Multi-Cultural Advisory Team and the Employee Multi-Cultural Task Force.

The City established the City Manager's Multi-Cultural Advisory Team (CMMCAT) and Employee Multi-Cultural Task Force (ETF) to reinforce the City's efforts in cross-cultural communications.

Objectives of Multi-Culture Program:

- Objective #1: Enhance the ability to meet the needs of residents of all cultures and ethnic backgrounds.
- Objective #2: Promote an understanding of all cultures among all of our residents.
- Objective #3: Build opportunities for residents to share in and be a part of Sugar Land, Texan and American traditions.

The program objectives are continually being enhanced through various awareness opportunities. Quarterly, the City Manager's Advisory Team (comprised of external community leaders) includes a "Know Your Neighbor" Article in the Sugar Land Today Newsletter. This article, written by an Advisory Team member, highlights a culture, tradition, heritage or celebration in order to promote the idea of community awareness.

The City has also provided internal training to employees to help increase awareness and to be able to communicate and serve all residents in Sugar land. The training helps employees understand the make-up of the City of Sugar Land residents and what their needs are.

Activity: Annual iFest live event

The Fort Bend Education Foundation (FBEF) has passed the torch on to the City to host the event moving forward. In 2014, the City hosted the 9th Annual iFest live 2014 in Sugar Land Town Square with a projected attendance of 6,000-7,000 in a 4 hour period. The FBEF partnered with the City to host the 2014 event. The event celebrates the wonderful diversity of cultures in our community. The colorful festival highlights unique cultural traditions, arts and foods. Several booths, hosted by volunteers throughout the community, display their tradition from their countries from around the world. Entertainment is also featured with cultural performances from local schools and organizations. Additionally, area restaurants provide international cuisines for sale.

Service: Management Assistant Support

With the need for new professionals in local government ever increasing as localities are quickly facing the retirements of an entire generation of managers, the City of Sugar Land has developed an innovative, two-year Management Assistant program to introduce future municipal managers to public service. This program gives the City of Sugar Land the opportunity to utilize and further develop the professional skills of the Management Assistant, as he/she works to gain experience in a wide array of local government.

Management Assistants provide support to departments as needed. Support expands beyond the duties of leading strategic projects and may include conducting research, making phone calls/emails, and attending meetings, among other things.

Service: Business Plans

The Office of Strategic Initiatives (OSI) is responsible for the facilitation of the annual Business Planning Process. Every Office and Department in the City is required to complete a Business Plan annually. A Business Plan is a planning document compiled annually that outlines how each department and office delivers the services necessary to carry out their established mission. The business plan documents how

a department/office plans to fulfill their service requirements to the citizens of Sugar Land and any other stakeholders.

The process kicks off in October and concludes before the Budget Cycle begins in March. OSI's responsibilities include developing the template, developing the Business Planning calendar and process, acting as the central point of contact throughout the process, pre-loading the template with Budget information before distributing, assisting departments in developing each plan, assuring each plan provides the necessary service delivery information, formatting each document and facilitating meetings between departments and the Executive Team for approval after the plans have been completed.

Included within the business plan is a structured planning method known as the SWOT (Strength, Weaknesses, Opportunities and Threats) analysis. This year, a consultant is facilitated this process with all office and departments. The identification of SWOTs is important because they can inform later steps in planning to achieve the objectives. The analysis is conducted with involvement from different perspectives within each department/office. All levels of a department/office can contribute valid insight.

Once the SWOT analysis is complete, the Budget Office will then work with each department/office to identify potential key issues for the upcoming fiscal year. OSI also ensures effective communication between all departments that have responsibilities in the business plan process. Specifically the Budget Office, Information Technology Department, Human Resources Department, Fleet Services, Facilities Management, the City Manager's Office, and the Assistant City Managers' Office all play a role in the process.

Service: Performance Measurement Program

The Office of Strategic Initiatives will manage the implementation and management of a performance measurement system. The goal of the program is to increase accountability, efficiency and effectiveness with departments while encouraging open communication of performance for decision making. The Office is charged with the ongoing management of the system, including assisting departments changing processes and measures as needed and working with the Executive Team to perfect reporting mechanisms.

The Performance Management program will be rolled out in two phases. The first phase will be goal measures level reporting and the second is operational performance measures. The implementation of goal measures is a FY15 Strategic Project under the leadership of OSI. The project is in the review and development stage.

Service: Organizational Assessments

The Office of Strategic Initiatives coordinates independent operational reviews/performance audits of department operations with an emphasis on efficiency and effectiveness and in accordance with the City's vision, mission, mid-term priorities, city ordinances, policies, procedures and industry best practices. Organizational assessments help a department understand what they can or should change to

improve their ability to perform. This diagnostic tool can help organizations obtain useful data on their performance, and identify important factors that aid or impede their achievement of results. The purpose of the review is to provide city management with reliable, insightful, and useful information and recommendations to make sound business decisions by independently and objectively assessing the performance of the department's operations and programs. OSI has developed a plan to assess all departments and offices over a 6 year time frame. The schedule will be flexible in terms of which department will be assessed due to the work load of the department to be assessed and the current factors impacting that department.

Activity: Process Improvement Projects

OSI will also lead any process improvement projects that may be a result of the organizational assessment or a departmental priority. Process improvement projects will predominantly be completed in-house with OSI's staff leading the process however; some projects may involve specific expertise and job knowledge and thus must be contracted.

SERVICE LEVEL EXPECTATIONS

Program: Strategic Initiatives		
Service		Service Level Measure
Strategic Planning		
	Leadership & Coordination of City-Wide Strategic Planning Process	Adoption of the annual work plan
	Quarterly Reporting	Timely input of all project updates
Business Plans		
		Assist departments in developing service commitments
Performance Measurement Program		
		Assist departments/offices with the development, implementation of a goal measurement program
Multicultural Program		
		Educate the community on diversity and cultural awareness
Management Assistant Program		
		Strategic Project lead for several projects. Coordination of special projects and assignments.
Organizational Assessments		
		Provide reliable, insightful and useful information and recommendations to make sound business decisions by independently and objectively assessing the performance of the department's operations and programs.
	<i>Process Improvement Projects</i>	Systematic approach to help a department/office improve a process and achieve efficient results.